

2025-26 Business Plan



**Crown Estate
Scotland**
Oighreachd a' Chrùin Alba



Contents

| | | |
|-----------|---------------------------------------|-----------|
| 1. | Introduction | 3 |
| 2. | Who we are and what we do | 5 |
| 3. | Finance | 6 |
| 4. | What we will deliver | 8 |
| | Annex 1 – Strategic Framework | 16 |
| | Annex 2 – Governance structure | 17 |

1. Introduction

Welcome to our 2025-26 Business Plan.¹

The land and property that forms the Scottish Crown Estate is the foundation of our work – but our people-focused approach is equally important.

Together, the assets and our partnerships enable us to create lasting economic, social, and environmental value for Scotland, as well as revenue for Scottish Government's public spending.

With recent cost pressures and wider economic uncertainty impacting people and businesses, Crown Estate Scotland has continued to invest to create lasting value now and for future generations.

Following a further extension, this financial year is the final year of our current corporate plan. As such, it is a year of transition as we close out on existing commitments and prepare for the new 2026-31 Corporate Plan, with enabling activities such as the Advance business improvement programme.

For the first time, we are including all of our activities in the business plan which allows us to provide a full picture of the work of the whole organisation across the year. This means more detail on day-to-day operational and asset management activities than in previous years.

Supporting a sustainable blue economy

Our long-term approach to managing seabed and coastal assets is critical in supporting Scotland's blue economy.

In recent years, our work in this area has expanded as we support the development of marine-based industries and sectors and work closely with coastal communities.

Our enabling work and careful management of a wide range of seabed users has supported the emergence of an active offshore wind market in Scotland, the largest and longest successfully operating tidal farm in the world, and ongoing transformation of the offshore electricity network.

Initial developer commitments on supply chain investment suggest the ScotWind pipeline of projects has the potential to make a significant impact on the Scottish economy as well as supporting progress toward net zero.

Over 2025-2026, we will continue our enabling work across offshore wind, wave & tidal and carbon capture & storage as well as managing existing agreements and exploring ports & harbour investments to support supply chain development.

Aquaculture makes a significant contribution to Scotland's coastal and rural economy. We will continue to support industry enabling posts in key partner organisations across the sector as well as exploring new market opportunities.

¹ In 2024, Scottish Ministers approved an additional one year extension to our 2020-23 Corporate Plan, which had previously been extended to March 2025. Our five strategic objectives from 2020-23 therefore remain in place until March 2026.

People, partnerships, and place

Our pilot programme to enable farmers on secure tenancies to buy or relinquish farms, and in so doing support land ownership diversification, will complete this year.

The Glenlivet 2050 Vision and Action Plan will be launched and we will progress our actions in partnership with key stakeholders.

Place-based built development and investment that supports sustainable, inclusive economic growth which strengthens communities is a focus of our investment strategy. At ZeroFour near Montrose, which has the significant potential to support green industry, we are progressing the design options and site remediation.

At our Whitehill estate in Midlothian and our Applegirth estate in Dumfries and Galloway, we have worked with industry experts and the Planning Authorities to respond to Call for Sites as part of the Local Development Planning process with a view to making land available for residential, commercial and industrial purposes.

We continue to strengthen partnerships with enterprise agencies, local authorities, other public bodies, and communities across Scotland: our work with Portgordon Community Development Trust, North Ayrshire Council and the Scottish Islands Federation are just a few examples.

Addressing the climate and nature crises

There is increased focus on climate and nature in this plan with the development of two strategies/delivery plans for the estate on decarbonisation and biodiversity. These will be particularly important to set us up to deliver climate and nature benefits through the next corporate plan period.

Ongoing work supporting nature will continue across the rural estate particularly at Glenlivet with initiatives including invasive and non-native species removal as well as peatland restoration and woodland planting.

Look ahead

We are on track to deliver the budgeted £114.3m net revenue surplus to the Scottish Consolidated Fund (SCF) for 2024-25 activities and are proud to make this contribution to Scotland's public spending.² Some of these funds will be redistributed by Scottish Government to coastal local authorities.

Our team continues to evolve to ensure we have the right balance of in-house expertise and out-sourced support. At board level, Euan McVicar is continuing in his role as Chair and in 2025-26, we anticipate welcoming new board members as the terms of some current board members come to an end.

Work on our new corporate plan is ongoing, and we will consult on our draft plan in Summer 2025.

To ensure the business is set up to successfully deliver the new plan, our Advance programme has been established to support business improvement and is a key priority for our Executive Team. The programme has been established to enhance capacity, capability, resilience and governance.

We want to ensure that we play our part in delivering on Scottish Ministers' policy priorities by developing and applying our assets, people, and places for the benefit of Scotland. Our five strategic objectives as per the current corporate plan are to:

- Support the sustainable expansion of Scotland's blue economy, focusing on marine and coastal development
- Invest in buildings and help create great places to work, live, and visit
- Promote new, sustainable, ways of using natural resources to produce energy, food, and other products
- Involve a wide range of people in our decisions on how land, coastline and seabed are managed
- Use our skills and knowledge to deliver financial success and help business and communities to thrive.

More detail on actions to deliver these objectives is in the sections that follow.

² Figures throughout this plan have been rounded.

2. Who we are and what we do

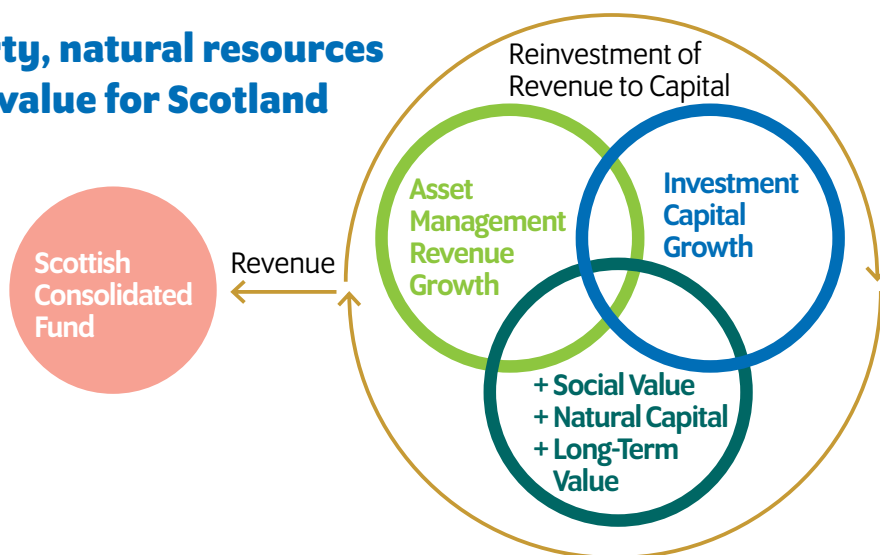
Crown Estate Scotland manages property – including buildings, land, coastline, and seabed – on behalf of the people of Scotland. Together these assets form the Scottish Crown Estate (‘the Estate’).³

Picture 1: Crown Estate Scotland business model

Purpose: Investing in property, natural resources and people to create lasting value for Scotland

Features

- Unique legal framework
- Self-financing
- Commercial
- Active investment
- Active asset management
- Creating financial and non-financial value
- Serving current and future generations
- Working in partnership
- Multi-million pound contributions to SCF



Our purpose is to invest in property, natural resources, and communities to generate lasting value for Scotland.

As a property-based business, we must continually invest capital to generate sustainable revenues.

We work in a way that:

- Generates prosperity and value for Scotland
- Supports the growth of sustainable marine and coastal industries
- Enhances places to benefit communities and businesses
- Promotes sustainable ways of producing energy, food, and other products
- Creates opportunities for people and organisations to use and benefit from the Scottish Crown Estate.

Our corporate plan sets out how we align with Scottish Government’s National Performance Framework. Scottish Ministers’ vision for the Estate is that it is ‘managed sustainably, responsibly, and fairly, and in a transparent and inclusive manner, to deliver financial benefits and

wider and long-term social, economic and environment benefits for Scotland and its communities’.

Our strategic framework aligns with this vision (see Annex 1), and we work with Scottish Government colleagues to ensure policy and delivery are also aligned and our activity directly supports ministerial policy priorities.

The Estate is a unique mix of land, property, and rights, with a total property value in March 2024 of £665.6m. It includes ancient rights held by The Crown (e.g. wild salmon fishing) as well as acquired property.

As a Scottish public corporation, our Chair and Board are appointed by Scottish Ministers. We appoint staff (who are not civil servants),⁴ and we manage our own budget. More on our governance structure is in Annex 2.

³ Ownership of the Estate lies with the Monarch and management responsibility sits with Scottish Ministers who in turn delegate management to Crown Estate Scotland.

⁴ In accordance with The Crown Estate Scotland (Interim Management) Order 2017 members of the staff of Crown Estate Scotland are in Crown employment.

3. Finance

Crown Estate Scotland is a self-financing public corporation and all income, after operating costs and permissible transfers to the capital account, is payable to the Scottish Consolidated Fund and, ultimately, to the Scottish Government. Some of these funds are redistributed by Scottish Government to coastal local authorities to benefit communities with the remainder underpinning wider public spending.

Capital must be continually reinvested in the Estate. It is essential that we have an adequate and predictable flow of capital to:

- Meet our obligations as a landlord in relation to, for example, ensuring farm buildings are fit-for-purpose and are health & safety compliant
- Invest in assets to generate future revenue for public spending
- Invest to deliver wider social, economic, and environmental benefits (e.g. jobs flowing from energy ports investments)
- Invest to decarbonise the Estate and associated commercial activities.

Capital growth, investment, and expenditure is funded from the sale of assets and other transactions (for example, payments arising from offshore wind farms achieving project milestones) as well as statutory transfers from revenue as provided for under the Scottish Crown Estate Act (2019) (see Table 1).

Our Annual Report & Accounts can be found on the [reporting page of our corporate website](#).

Revenue

Gross revenue for 2025-26, including anticipated £75.5m ScotWind option fees (which generate a 10-year temporary increase in revenue as those fees are released ending in 2032), is budgeted to be £134.3m. This will generate an estimated £103.3m for Scottish Government's future public spending.

Total costs include maintenance, repairs, managing agents, other property-related expenditure, and costs associated with running the organisation including staffing. Over the next few years, these costs will increasingly include asset replacement, decarbonisation, and investment in enhancing biodiversity.

The 2025-26 revenue budget includes:

- Gross revenue of £85.1m from ScotWind and INTOG option fees, and associated interest income.
- £51.0m gross turnover from non-ScotWind assets.
- Total revenue costs of £26.8m to be utilised to maintain and enhance the assets under management and build our capacity to deliver for Scotland.
- Costs include £3.3m for enabling activities, some joint-funded with Scottish Government, to further sustainable development. These include costs associated with our Sustainable Communities Fund.

As our activity expands, we continue to enhance our productivity and efficiency by digitising more business processes, re-tendering key contracts, and investing in staff development.

We are also planning how the Crown Estate Scotland team evolves to ensure we have the right capabilities and the right balance of in-house and outsourced expertise.

Posts that relate to asset management and the running of the organisation are paid for from revenue and are therefore reflected in Table 1 below.

Posts that relate to investment and growing the long-term value of the portfolio are typically paid for with capital.

Table 1: 2025-26 costs and net revenue (£m)

| | |
|---------------------------------|--------|
| Gross revenue | 134.3 |
| Direct costs | (12.6) |
| Indirect costs | (14.3) |
| Interest income | 1.8 |
| Statutory transfers to capital* | (6.0) |
| Net revenue surplus | 103.3 |

* See Appendix 2 in the 2023-24 Annual Report & Accounts.

Capital

Managing capital receipts and growing the base capital value of the Estate is critical to the short and long-term ability of Crown Estate Scotland to deliver financial and non-financial value. Recapitalising the assets under management is key to ensuring they continue to serve and support Scotland for decades to come and that we deliver on our commitment to a just transition.

Capital receipts are retained as part of the Scottish Crown Estate, and we have a statutory duty to maintain and seek to enhance capital value as well as deliver broader economic, social, and environmental value.

To achieve this, we must ensure that we have stable long-term capital funding to maintain the Estate and to invest in assets and activities that generate income as well as wider social and environmental value.

Capital expenditure covers essential work on farming units and urban assets; rural and coastal infrastructure; decarbonising the Estate; seabed leasing processes for offshore renewables; and furthering development opportunities at, for example, Fochabers and Whitehill.

Receipts relate not only to property sales but also to other types of capital transactions such as the sale of rights (for example, dredging).

This year, we have allocated up to £23.1m for capital investment and expenditure (cf. 2024-25 budget of £22.7m) covering acquisitions as well as wider capital expenditure. In the same period capital receipts (including statutory transfer) are expected to total £11.8m.

The capital budget for 2025-26 includes:

- Potential new acquisitions that align with our investment strategy
- Staff costs for some offshore energy and property development roles
- Capital receipts from farm and other anticipated property sales
- Development costs relating to Whitehill Estate in Midlothian and Mosstodloch in Moray
- £6.3m capital improvement expenditure on the four rural estates.

Table 2: 2025-26 capital receipts and investment/expenditure (£m)

| | Receipts | Investment/ Expenditure | Net |
|------------------------------|-------------|----------------------------|---------------|
| Income generating events | 5.6 | (0.2) | 5.4 |
| Investment in the Estate * | 0.3 | (10.4) | (10.1) |
| Acquisitions | - | (12.5) | (12.5) |
| Portfolio statutory transfer | 5.9 | - | 5.9 |
| Total** | 11.8 | (23.1) | (11.3) |

* Includes rural land (covering agriculture, minerals, salmon fishing, and forestry), residential properties, and coastal property.

** £11.3m shortfall will be funded from existing capital cash reserves.

4. What we will deliver

In the following section, we set out the actions and milestones/outcomes relating to key activity to deliver current corporate plan objectives and to prepare for the next five-year planning cycle.

Priority actions/milestones for FY 2025-26 are as follows:

- BP 25/26 - 03: Proactive management of OSW agreements to facilitate progress of individual projects, along with wider OSW sector.
 - OSW development agreements managed to facilitate progress of individual projects.
 - Regular engagement with all key stakeholders including tenants, governments, regulators and industry.
- BP 25/26 - 18: Develop Portfolio Strategy
 - £7.2m (plus FY24/25 carry over) deployed for acquisitions in line with strategy.
- BP25/26 - 22: Total Cost of Management progressed.
 - Phase 2 (Fochabers) completed.
- BP 25/26 - 33: Corporate Plan finalised and submitted to Scottish Ministers.
 - Consultation on draft plan.
 - Statutory assessments completed.
 - Plan submitted to Scottish Ministers.
- BP 25/26 - 60: Progress the Advance programme.
 - Programme progressed in line with approved scopes, milestones and budget.
- BP25/26 - 63: Progress asset management data workstream under the Advance Programme
 - Managing agent contracts successfully retendered and agents appointed for Rural & Commercial portfolios.
 - Gap analysis implementation plan designed and progressed.

4.1 Corporate plan objective: Support the sustainable expansion of Scotland's blue economy, focusing on marine and coastal development

| No. | Action | Milestone (or Outcome) |
|--------------------|--|--|
| BP25/26 -1 | Management of offshore assets to ensure compliance, rental income and strong tenant relationships | <ul style="list-style-type: none"> • Proactive management of agreements. |
| BP25/26 - 2 | Manage Marine Data Exchange in Scotland. | <ul style="list-style-type: none"> • Collect, store and publicise offshore data from tenants and other seabed users. |
| BP25/26 - 3 | Proactive management of OSW agreements to facilitate progress of individual projects, along with wider OSW sector. | <ul style="list-style-type: none"> • OSW development agreements managed to facilitate progress of individual projects. • Regular engagement with all key stakeholders including tenants, governments, regulators and industry. |

| No. | Action | Milestone (or Outcome) |
|---------------------|---|---|
| BP25/26 - 4 | Options for access to the seabed for E&I sectors will be progressed. | <ul style="list-style-type: none"> • CCS appraisal agreement applications processed, due diligence completed and agreements awarded where successful. • Set out structured collaboration with NSTA on development of future leasing and licencing opportunities for CCS. • Engage with Scottish Government to shape options for future tidal opportunities. • Ongoing enquiries for demand in new sectors responded to and communication maintained with stakeholders around opportunities. |
| BP25/26 - 5 | Support OSW sectoral development via enabling activities and support. | <ul style="list-style-type: none"> • OSW projects progressed to target key industry barriers of consenting, grid connection, market demand and the opportunity of supply chain development. |
| BP25/26 - 6 | Develop energy port opportunity investments to catalyse offshore renewables. | <ul style="list-style-type: none"> • Up to two port investment opportunities catalysing offshore renewables identified. |
| BP25/26 - 7 | Undertake enabling work to support CCS sector. | <ul style="list-style-type: none"> • Two strategic projects initiated to support CCS sector development in Scotland. • Engagement with DESNZ, NSTA and Scottish Government on Leasing Strategy. • CCS development agreements managed to support progress towards implementation. |
| BP25/26 - 8 | Support the development of offshore transmission infrastructure to support transition to net zero. | <ul style="list-style-type: none"> • Negotiate seabed agreements for new projects within agreed timelines. • Manage existing agreement obligations within agreed timelines. • Electricity terms and conditions updated. |
| BP25/26 - 9 | Manage W&T development agreements and undertake enabling activities supporting sector opportunities. | <ul style="list-style-type: none"> • Funding provided for two strategic enabling projects. |
| BP25/26 - 10 | Manage CES interests in Meygen tidal project investment. | <ul style="list-style-type: none"> • CES interests managed in accordance with contractual obligations and commercial mandate. |
| BP25/26 - 11 | Support sustainable development of the finfish, shellfish, and seaweed sectors in line with SCE 2019 Act. | <p>Funding provided for posts:</p> <ul style="list-style-type: none"> • Aquaculture Interactions Manager post with Fisheries Management Scotland. • Brand Ambassador post with the Association of Scottish Shellfish Growers. • Continuation of Business Development post with the Scottish Seaweed Industry Association. |

| No. | Action | Milestone (or Outcome) |
|---------------------|--|---|
| BP25/26 - 12 | Optimise New Market Opportunities for Aquaculture Developments. | <ul style="list-style-type: none"> • Process designed to provide seabed access in response to market demand for Sullom Voe, Shetland. • Market assessment for aquaculture leasing beyond three nautical miles completed. |
| BP25/26 - 13 | Management of Marine Ecosystem Services. | <ul style="list-style-type: none"> • Enabling activities to understand market demand progressed. • Method of recording ecosystem services within CES established. • Permission/leasing protocols for recording and valorising activities established. |
| BP25/26 - 14 | Management of the coastal portfolio of seabed agreements and assets in line with the SCE 2019 Act. | <ul style="list-style-type: none"> • Programme of capital improvement works on existing coastal portfolio assets delivered on time and in budget. • Title disputes in relation to Crown foreshore and seabed resolved. • Budgeted capital income from seabed sales, lease events and dredging events delivered. • Continued engagement and collaboration with Great British Energy (GBE). |
| BP25/26 - 15 | Management of the Aquaculture Portfolio in line with SCE 2019 Act. | <ul style="list-style-type: none"> • Seabed leases for farming of finfish, shellfish and native seaweeds granted. • Management of seabed leases to ensure obligations are met and liabilities managed. |
| BP25/26 - 16 | Work with tenants, regulators and other stakeholders to ensure the value of the estate is maintained by strong approach to end of life and decommissioning of operational offshore assets. | <ul style="list-style-type: none"> • Complete a mapping of risks and opportunities of energy and infrastructure decommissioning obligations and management. |

4.2 Corporate plan objective: Invest in buildings and help create great places

| | | |
|---------------------|--|---|
| BP25/26 - 17 | Build robust business cases for capital investment across the Estate, taking approved projects through to successful completion. | <ul style="list-style-type: none"> • OBC for Montrose ZeroFour delivered and draft FBC progressed. • OBC for George Street delivered, subject to requisite SOC approvals. • FBCs for new acquisitions delivered and acquisitions completed in line with the investment strategy. |
| BP25/26 - 18 | Develop Portfolio Strategy. | <ul style="list-style-type: none"> • £7.2m (plus FY 2024-25 carry over) deployed for acquisitions in line with strategy. |
| BP25/26 - 19 | Review existing rural and strategic land portfolio to identify redevelopment alternative use and enhancement opportunities. Promote the most viable opportunities through planning processes to secure site allocations. | <ul style="list-style-type: none"> • Call for Ideas exercise for Glenlivet and Applegirth completed. |

| No. | Action | Milestone (or Outcome) |
|---------------------|--|---|
| BP25/26 - 20 | Conclude capital challenge funds. | <ul style="list-style-type: none"> Capital Challenge Funds concluded and lessons learned exercise completed. |
| BP25/26 - 21 | Management of the rural portfolio in line with the SCE 2019 Act. | <ul style="list-style-type: none"> Agreed budgeted revenue income from the Rural Estate Assets delivered. Budgeted programme of investment and expenditure to maintain and enhance rural assets delivered. Budgeted small sales to generate capital income from the rural estate assets completed. Review opportunities for new entrants to farming to let land as opportunities arise across the rural estates. Continued engagement and collaboration with Great British Energy (GBE). |
| BP25/26 - 22 | Total Cost of Management progressed. | <ul style="list-style-type: none"> Phase 2 (Fochabers) completed. |

4.3 Corporate plan objective: Promote new sustainable ways of using natural resources to produce energy, food, and other products

| No. | Action | Milestone (or Outcome) |
|---------------------|---|---|
| BP25/26 - 23 | Protect and enhance biodiversity on Glenlivet Estate. | <ul style="list-style-type: none"> Programme of invasive species removal delivered. Initiatives enhancing biodiversity include peatland restoration and removal of non-native tree species progressed. |
| BP25/26 - 24 | Work with tenants and stakeholders to identify and progress plans for new woodland planting to support delivery on climate change and biodiversity targets. | <ul style="list-style-type: none"> Initiatives from baseline surveys and emerging agricultural policy progressed. Priority projects agreed and progressed. |
| BP25/26 - 25 | Support wild salmon fishing sector and Scottish Government Wild Salmon Strategy/ Implementation Plan. | <ul style="list-style-type: none"> Support provided for research and practical projects. Continue funding & support for Salmon Restoration Policy Manager with Fisheries Management Scotland. |
| BP25/26 - 26 | Implement forest planning and agreed management operations. | <ul style="list-style-type: none"> Complete new Long Term Forest Plan for Glenlivet and maintain UKWAS forest certification across the forestry portfolio. Complete restocking programmes. Adoption of Field Maps App across rural estate. |

4.4 Corporate plan objective: Involve people in how land, coastline and seabed are managed

| No. | Action | Milestone (or Outcome) |
|---------------------|--|---|
| BP25/26 - 27 | Review Community Land Accelerator project. | <ul style="list-style-type: none"> Lessons learned concluded on Community Land Accelerator including insights for the new Scottish Land Fund. |
| BP25/26 - 28 | Act as a strategic enabler to further sustainable development across the Scottish Crown Estate. | <ul style="list-style-type: none"> Focused strategy for partnering with key organisations to deliver sustainable development initiatives and projects developed. |
| BP25/26 - 29 | Create lasting value for Scotland via the Sustainable Communities Fund. | <ul style="list-style-type: none"> Sustainable Communities Fund reviewed, business case developed and new fund launched. |
| BP25/26 - 30 | Deliver positive experience for all users of Glenlivet Estate. | <ul style="list-style-type: none"> Digital and in-person interface for users developed. Programme of local engagement activity delivered. Visitor infrastructure improvements and maintenance of facilities delivered. |
| BP25/26 - 31 | Implementation of Glenlivet Estate 2050 Vision and Action plan. | <ul style="list-style-type: none"> Launch vision and action plan. Priority CES actions agreed and progressed. |
| BP25/26 - 32 | Foster greater engagement and opportunities for partnership working with stakeholders & tenants across the rural estate. | <ul style="list-style-type: none"> Tenant and customer satisfaction improved through delivery of five tenant events. Opportunities supporting sustainable and regenerative farming initiatives, and nature and climate friendly practices identified. |

4.5 Corporate plan objective: Use our skills and knowledge to deliver financial success and help business and communities to thrive

| No. | Action | Milestone (or Outcome) |
|---------------------|---|---|
| BP25/26 - 33 | Corporate Plan finalised and submitted to Scottish Ministers. | <ul style="list-style-type: none"> Consultation on draft plan. Statutory assessments completed. Plan submitted to Scottish Ministers. |
| BP25/26 - 34 | Policy engagement to reduce business risk, realise opportunities and inform CES activities. | <ul style="list-style-type: none"> Input to development of key emerging government plans and policies. |
| BP25/26 - 35 | Respond to external climate and biodiversity policy drivers. | <ul style="list-style-type: none"> Scope of emissions reporting enhanced. CES Biodiversity Strategy and delivery plan developed. Partnership working to deliver marine enhancement progressed. |
| BP25/26 - 36 | Wider value embedded in decision making and reporting. | <ul style="list-style-type: none"> Approach to assessing non-financial value in business cases agreed and implemented. |

| No. | Action | Milestone (or Outcome) |
|---------------------|---|--|
| BP25/26 - 37 | Review approach to tenant surveys. | <ul style="list-style-type: none"> • New approach developed and implemented. |
| BP25/26 - 38 | Manage internal comms to connect employees to each other and to the work of the business. | <ul style="list-style-type: none"> • Process put in place to ensure coordination of intranet posts. • Log of internal postings created to allow the effective monitoring of communications to staff. |
| BP25/26 - 39 | Manage corporate reputation and raise awareness of CES. | <ul style="list-style-type: none"> • Approach to external comms reviewed and findings implemented. • Social media strategy developed and implemented. • Findings of 2024 MSP survey used to build a new and pro-active engagement strategy for MSPs and MPs. • Comprehensive events calendar, linking all CES department activity developed. |
| BP25/26 - 40 | Development of a Decarbonisation Strategy and delivery plan for the Scottish Crown Estate. | <ul style="list-style-type: none"> • Decarbonisation Strategy and delivery plan completed. |
| BP25/26 - 41 | Complete tenant-led farm sales programme at Applegirth and Auchindoun. | <ul style="list-style-type: none"> • Final negotiation & agreed sales progressed. • Post-project pilot review report commenced following completion of farm sales pilot. |
| BP25/26 - 42 | Manage commercial assets and ensure H&S compliance. | <ul style="list-style-type: none"> • Agreed budgeted income & expenditure delivered for new and existing assets. • Manage health, safety and compliance of the Montrose Zero Four Asset. |
| BP25/26 - 43 | Register CES land in line with Scottish Government's ambition to register all land associated with the public sector. | <ul style="list-style-type: none"> • Complete remaining foreshore work and progress phased programme of registration of salmon fishing rights & Fochabers Estate. |
| BP25/26 - 44 | Provide Information Services and Technology to enable the organisation to deliver its corporate objectives | <ul style="list-style-type: none"> • Delivery of services and technology against Service Level Agreements. |
| BP25/26 - 45 | Improve data quality and data use to support the transition to a data driven culture. | <ul style="list-style-type: none"> • Develop Management Information Services (MIS) and Data Strategy • Develop a Business Case to deliver the long term Strategy (to link to Corporate Plan outcome). • New opportunities to use data and analysis including GIS identified. |
| BP25/26 - 46 | Identify key business processes to be streamlined or automated. | <ul style="list-style-type: none"> • Implementation plan delivered. |

| No. | Action | Milestone (or Outcome) |
|---------------------|---|--|
| BP25/26 - 47 | Maintain and enhance an effective financial control environment. | <ul style="list-style-type: none"> • Annual report and accounts produced and submitted to Scottish Government in line with agreed timescale. • All other reporting requirements, including HMRC and statutory obligations met. • Production of timely management accounts, budgets, reforecasts and invoice payments. |
| BP25/26 - 48 | Make Quartermile 2 a great place to work. | <ul style="list-style-type: none"> • Office configuration is fit for purpose with a focus on meeting space. • Procure new cleaning contract. |
| BP25/26 - 49 | Ensure appropriate insurance cover is in place and reviewed as required. | <ul style="list-style-type: none"> • Review insurance policies and update asset and corporate information. • Effectively manage any claims to minimise impact on CES reputation and costs. |
| BP25/26 - 50 | Develop and deliver year 1 of end-to-end procurement journey project under the Advance Programme. | <ul style="list-style-type: none"> • Update Procurement Policy (including clearly defined processes and process maps in place). • Implement enhanced systems and reporting systems. • Embed operational Procurement Champion network. • Procurement Strategy updated to underpin the Corporate Plan. |
| BP25/26 - 51 | Deliver updated Investment Strategy aligned to the 2026-31 Corporate Plan, and a portfolio monitoring tool, to enable management of portfolio performance and risk. | <ul style="list-style-type: none"> • Procure consultants to support delivery of investment strategy. • Procure analytical support to design and build portfolio monitoring tool. |
| BP25/26 - 52 | Annual Red Book Valuations provided for each asset as of 31st March, in line with statutory requirements. | <ul style="list-style-type: none"> • Production of annual Red Book Valuation. |
| BP25/26 - 53 | Be an employer of choice where talented people choose to work and stay. | <ul style="list-style-type: none"> • People Strategy extended and action plan implemented |
| BP25/26 - 54 | Provide advice, guidance and leadership on People related outcomes. | <ul style="list-style-type: none"> • HR and Payroll Services delivered as planned. • Service and programme delivered within resource budget. |
| BP25/26 - 55 | Manage external legal advice. | <ul style="list-style-type: none"> • Legal services tendered and supplier appointed. • Create and embed new process and procedures to coordinate legal instructions. |
| BP25/26 - 56 | Review and improve content of FOI Publication Scheme. | <ul style="list-style-type: none"> • Relaunch FOI page on CES website. |

| No. | Action | Milestone (or Outcome) |
|---------------------|--|--|
| BP25/26 - 57 | Effective servicing of the Board and Committees. | <ul style="list-style-type: none"> • Completion of the actions agreed in the 2024 Campbell Tickell Board Effectiveness Plan. • Recruitment and induction of new Board members. |
| BP25/26 - 58 | Continue to develop and improve Health & Safety systems. | <ul style="list-style-type: none"> • Health & Safety policies reviewed in line with planned approach. |
| BP25/26 - 59 | Internal audits progressed. | <ul style="list-style-type: none"> • Audits completed in line with plan. • Recommendations from audits implemented. |

4.6 Enabling activities for the next Corporate Plan 2026-31

| No. | Action | Milestone (or Outcome) |
|---------------------|--|---|
| BP25/26 - 60 | Progress the Advance Programme. | <ul style="list-style-type: none"> • Programme progressed in line with approved scopes, milestones and budget. |
| BP25/26 - 61 | Review leadership function. | <ul style="list-style-type: none"> • New structure developed. |
| BP25/26 - 62 | Deliver improved capital delivery workstream under the Advance Programme. | <ul style="list-style-type: none"> • PMO established and risks and benefits tracking in place. |
| BP25/26 - 63 | Progress asset management data workstream under the Advance Programme. | <ul style="list-style-type: none"> • Managing agent contracts successfully retendered and agents appointed for Rural & Commercial portfolios. • Gap analysis implementation plan designed and progressed. |
| BP25/26 - 64 | Progress organisational design workstream under Advance Programme. | <ul style="list-style-type: none"> • Agreed outputs delivered in line with project plan. |
| BP25/26 - 65 | Continue Response to 2024-25 Programme for Government commitment to review CES governance and operating model. | <ul style="list-style-type: none"> • Input to review provided. |

Annex 1 – Strategic Framework

Purpose

Investing in property, natural resources, and people to generate lasting value for Scotland

Vision

Communities and business thriving through enterprising and sustainable use of property and natural resources

Our Values

Collaboration

Excellence

Integrity

Commercialism

Our Strategic Objectives

Support the sustainable expansion of Scotland's blue economy, focusing on marine and coastal development

Invest in buildings and help create great places

Promote new sustainable ways of using natural resources to produce energy, food and other products

Involve people in how land, coastline and seabed are managed

Use our skills and knowledge to deliver financial success and help business and communities to thrive

Roles

Investor

Investing in, for example, property development, as well as building external partnerships and supporting staff.

Enabler

Empowering others by supporting local plans and projects, providing access to property and helping address barriers to sector growth.

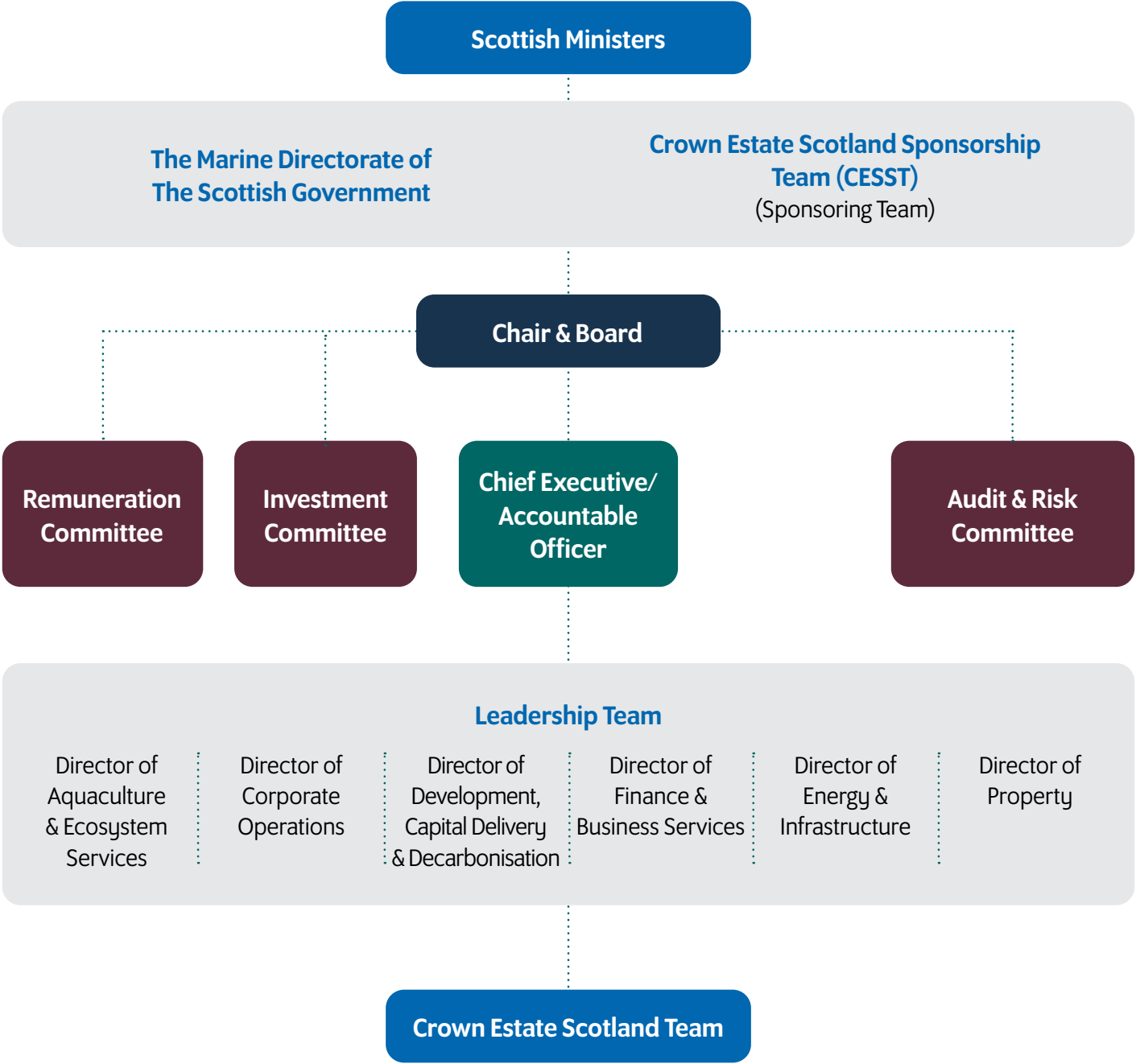
Asset Manager

Careful management of leases and agreements, as well as direct management of forestry and mountain bike trails.

Coordinator

Supporting other Scottish Crown Estate managers by, for example, coordinating spatial information.

Annex 2 – Governance structure





Head Office

Quartermile Two,
2nd Floor,
2 Lister Square,
Edinburgh,
EH3 9GL

Tel: 0131 260 6070
enquiries@crownestatescotland.com

Glenlivet

Main Street
Tomintoul, Banffshire
AB37 9EX

Tel: 01479 870 070
info@glenlivetestate.co.uk

✕ @CrownEstateScot

 www.linkedin.com/company/crown-estate-scotland

www.glenlivetestate.co.uk
www.crownestatescotland.com